

100

PROPONENT/INSTRUCTOR: MG ROBERT IVANY
COL RUTH COLLINS (DCLM)

COURSE REQUIREMENTS:

- SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--12; Maximum--16.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

**TITLE: EXECUTIVE OVERVIEW OF RESEARCH, DEVELOPMENT,
AND ACQUISITION MANAGEMENT**

PROPONENT/INSTRUCTOR: DCLM/COL YATES

SCOPE: This course is designed for senior managers who may be required to interface with the defense acquisition system. It is oriented as a refresher course for acquisition officers and also for individuals who are not Acquisition Corps officers but will serve in vital acquisition positions such as TRADOC System Managers, Directors of Combat Developments, ODCSOPS-Force Development, Weapon Systems Managers, and many more. The course examines the entire RDA system and key acquisition management, resourcing, engineering, financial, logistics, procurement, and test and evaluation concepts. Visiting project managers, TSMs, and ODCSOPS Division Chiefs will address perspectives and positions of current decisionmakers in government and industry.

COURSE REQUIREMENTS:

- o Read assigned readings prior to each session.
- o Each individual will give a presentation on a faculty-approved topic.
- o Prepare a four-page paper on a major acquisition issue or an Army/other Service acquisition reform.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--8; Maximum--16.
- o This course is designed as a refresher for Acquisition Corps officers and students who are not members of the Acquisition Corps.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

102cj

TITLE: RDA MANAGEMENT FOR THE ACQUISITION CORPS OFFICER

PROPONENT/INSTRUCTOR: DCLM/COL YATES

SCOPE: This course is designed to provide the Acquisition Corps officer with an in-depth look at RDA activities at the Army/Joint/OSD levels. It will specifically examine acquisition reform, requirements and resourcing, test and evaluation, DISC4, executive contract management, joint programs, and modernization trends. Selected Program Executive Officers and Senior Executive Leaders and experts in acquisition will discuss lessons learned and their experiences and challenges.

COURSE REQUIREMENTS:

- o Read assigned readings prior to each session.
- o Each individual will give a presentation on a faculty-approved topic.
- o Prepare a four-page paper on a major acquisition issue or an Army/other Service acquisition reform.

SPECIAL INSTRUCTIONS:

- o Security clearance required: U.S. Secret.
- o Course size limitations: Minimum--8; Maximum--18.
- o Mandatory for Acquisition Corps officers or approved by instructor.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

TITLE: HUMAN RELATIONS FOR STRATEGIC LEADERS

PROPONENT/INSTRUCTOR: DCLM/COL DIAL

SCOPE: Students will learn about individual, group and organizational values, behavior, attitudes, and group conflict in society and the Armed Services today. Students will be provided insight to manage the diversity within their organizations to build a successful team. They will be provided basic information on various cultural perceptions that exist within the American society and the United States military. After familiarizing themselves with personal prejudices, and institutional hurdles to inclusion, students will then analyze a number of critical human relations' issues facing the Military today. The case study method will be used throughout the course. Selected senior officers and experts in the field of Human Relations will discuss organizational responsibilities of senior leaders and their experiences at the strategic level.

COURSE REQUIREMENTS:

- o Participate in discussions on significant human relations issues of the day--dialogue is key to learning.
- o Select topic and present 10-20 minute presentation on an issue concerning human relations for strategic leaders.
- o Write a 5 to 7 page paper on an aspect of human relations at the strategic level.
- o Prepare 1 to 2 page journal per class.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--8; Maximum--20.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

104cw

TITLE: MOBILIZATION MANAGEMENT AND INDUSTRIAL PREPAREDNESS

PROPONENT/INSTRUCTOR: DCLM/CDR KEDNEY

SCOPE: This course provides a comprehensive survey of mobilization planning, procedures, and current issues from the perspectives of selected military and government agencies. Course begins with reviews of historic mobilization examples to build a framework of the scope of mobilization issues. It will include a review of mobilization policy, strategy, coordination, and major issues from the perspectives of the various players from DOD and other federal agencies. Additionally, it will look at mobilization planning, deployment, and industrial base policies, procedures, and issues.

COURSE REQUIREMENTS:

- o Each student will prepare a short paper (6-8 pages) on a mobilization topic.
- o Time permitting, each student will deliver, to the class, a short (10 minutes) oral presentation on their selected written topic.

SPECIAL INSTRUCTIONS:

- o Security clearance required: U.S. Secret.
- o Course size limitations: Minimum--8; Maximum--16.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

105j

TITLE: PLANNING, PROGRAMMING, AND BUDGETING SYSTEM

PROPONENT/INSTRUCTOR: DCLM/PROFESSOR LORD

SCOPE: This course makes a comprehensive examination of the DOD Planning, Programming, and Budgeting System (PPBS); the Army Planning, Programming, Budgeting, and Execution System (PPBES); and the environment within which these systems operate at the Departmental level. Knowledgeable Colonel-level guest instructors from the Office of the Secretary of Defense, the Joint Staff, and Service Headquarters (predominantly Army) will provide their perspectives on how the systems are supposed to operate, how they actually operate, who makes them operate, and current issues.

COURSE REQUIREMENTS:

- o Complete required readings prior to class and participate actively in discussions.
- o A five- to seven-page paper on a Defense-related resource management issue will be required.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--12; Maximum--18.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

106cj

TITLE: JOINT ISSUES AND PROCESSES

PROPONENT/INSTRUCTORS: DCLM/COL MEINHART & COL FILBERTI

SCOPE: This course will examine current joint issues and processes from the Joint Staff, Combatant Command, and Service perspectives. These topics will build upon material from many of the joint lessons in Course 3, but will examine these issues in greater detail and fidelity. Specific topics include the following: joint ethics and cultures; historical influence of the Joint Chiefs of Staff; Joint Forces Command's new responsibilities; the Joint Requirements Oversight Council's expanded influence and focus; joint readiness challenges; future missions and resources; and the Services' perspectives on joint issues. There will be a combination of guest lectures, faculty-led discussions, and student analysis of these topics.

COURSE REQUIREMENTS:

- o Complete required readings and participate actively in class discussions to include formal analysis of a current journal article.
- o Each student will analyze a joint issue, product, or process: analysis will be either a two-page position paper or a five-page report with recommendation.
- o Each student will discuss their analysis and recommendation to the class.

SPECIAL INSTRUCTIONS:

- o Security clearance required: U.S. Secret.
- o Course size limitations: Minimum-8; Maximum-16.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

TITLE: MILITARY PERSONNEL MANAGEMENT

PROPONENT/INSTRUCTOR: DCLM/COL COLLINS

SCOPE: This personnel elective is designed for students who wish to know more about the Army Personnel Management System, and especially for those students who have Personnel Specialties 42/43. This course will take a critical look at the two major components of the personnel system (officer and enlisted) and the unique challenges both of them present (and face) as the Army reorganizes during its Transformation. The course will also examine the Personnel Community's Transformation and review the basis for redesign of personnel processes and systems. The course will review the life cycle of the force and identify areas expected to change dramatically as a result of Army Transformation, focusing on second and third order effects. The course will also examine the issue of joint officer policy as it has been integrated into the Army's Personnel System. The course deals primarily with the Active Army force structure but will touch on the Reserve and National Guard systems as well.

COURSE REQUIREMENT:

- o This course will require a five-page paper and a 10-minute presentation on a key personnel management issue.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--10; Maximum--30.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

TITLE: RESERVE COMPONENTS: ORGANIZATION, ROLES, AND ISSUES

PROPONENT/INSTRUCTORS: DCLM and RC Advisors/COL MIJOCEVIC
and COL SALVIANO

SCOPE: To understand the issues and practices involved in the reserve components and to examine the requirements involved in achieving a high level of readiness and mission capability. This course provides a comprehensive survey of Army Reserve Component (RC) organizations, functions, and current issues from the perspective of senior leaders. It will include: the historical role of the RC in developing and implementing national defense policy and significant legislative actions affecting the RC, the organizations and functions of the ARNG and the USAR, the organization and roles of the other reserve components within DoD, issues associated with command, leadership, management, administration, training, logistics, and personnel. The course is designed to go beyond what is taught in the core curriculum and provide AC students with a working knowledge of the day to day challenges and policy issues that support the Army and the goal of seamless integration.

COURSE REQUIREMENTS:

- o Complete required readings and participate actively in class discussions.
- o Conduct independent research and analysis and prepare a five-page paper on AC/RC integration.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum-10; Maximum-16.
- o The course is designed for Active Component officers who have not had a RC assignment or are anticipating an RC-related assignment in the near future.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

110cj

TITLE: FORCE MANAGEMENT

PROPONENT/INSTRUCTORS: DCLM/COL ALEXANDER and COL THOMAS

SCOPE: An in-depth study of the procedures, processes, and products of force management. This goal of this course is to produce confident and knowledgeable senior leaders who understand the processes, decision-making bodies and inter/intra relationships inherent to force management. Recommended for officers being assigned to senior-level force management or force integration-related duties in combat developments, force development, requirements determination, materiel development or training development at DA or the MACOMs. Study includes role of concept/doctrine, determination of requirements, conduct of research and development, combat developments, force design and documentation, Total Army Analysis, resourcing, Army Flow Model and distribution. Knowledgeable speakers from the force management profession, industry, and HQDA staff will discuss their perspectives.

COURSE REQUIREMENT:

- o Complete required readings and participate actively in class discussions.
- o Each student will write a 5-8 page paper on a selected aspect of the Force Management process.
- o Each student will present their analysis to the class

SPECIAL INSTRUCTIONS:

- o Security clearance required: U.S. Secret.
- o Course size limitations: Minimum--8; Maximum--18.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

TITLE: HUMAN RESOURCES MANAGEMENT FOR STRATEGIC LEADERS

PROPONENT/INSTRUCTOR: DCLM/DR. BAXTER

SCOPE: This course is designed for USAWC students to develop those skills in Human Resources Management (HRM) identified as important by CINCs and MACOM commanders. It applies the latest in emerging HRM concepts to the Defense Personnel Management Life-Cycle Model. Assigned readings and in-class dialog address the contemporary HRM issues of working in a joint and combined environment. Specific attention is given to thoughtful HRM in "hybrid" military-civilian defense agencies and major commands, DOD civilian HRM, union relations, Equal Employment Opportunity and Affirmative Action policy development, recruiting strategies, contractors and other civilians on the battlefield. Knowledgeable speakers from the HRM profession, civil service agencies and major contractors will be invited to discuss their perspectives on HRM.

COURSE REQUIREMENT:

- o Students will do one oral presentation on selected strategic HRM topic, and one 3-5 page paper on a topic related to this elective. The instructor will distribute written guidance on these requirements.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--8; Maximum--16.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

112jw

TITLE: MEDICAL SERVICES - A FORCE MULTIPLIER FOR STRATEGIC LEADERS

PROPONENT/INSTRUCTOR: DCLM/COL FOXWORTH

SCOPE: This elective will help prepare future senior leaders to leverage medical services to ensure mission success. The elective will review military health care in the context of the changing U.S. health system, and will provide insights on senior leader roles in health care. Students will become familiar with the several functional areas of combat health support, and the medical roles each Service contributes to joint operations. Students will study historical leaders who used medical services to conserve and multiply combat effectiveness, as well as contrasting examples where neglect of medical services negatively influenced operations. The elective will cover medical initiatives to maintain and improve force protection and provide support to the CINC of the future. Discussion will include medical implications of MOOTW, and the costs and benefits of deploying medical assets in such operations. Current medically-related senior leadership challenges, such as Gulf War Illness and concerns about anthrax immunization, will be discussed. May include a field trip to Fort Detrick (update on force health protection) and *USNS Comfort* (U.S. Navy medical role in Joint Operations).

COURSE REQUIREMENT:

- o Each student will prepare a 3-5 page paper on a topic approved by the instructor.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--6; Maximum--18.
- o This course is primarily for line officers and others without medical backgrounds, but is open to all students.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

114cj

TITLE: MILITARY ASSISTANCE TO CIVIL AUTHORITIES

PROPONENT/INSTRUCTOR: DCLM/COL COLPO and COL THOMAS

SCOPE: This course is designed to provide a deep understanding of the military role in support to domestic civilian authorities. Classes will focus on the Federal Response Plan as well as the operations of military and civilian agencies in response to natural disasters, civil disturbances, and terrorist acts. The planning for WMD incidents will figure prominently in this course. The student will be able to understand the roles of FEMA, FBI, DOD, and other agencies in responding to and mitigating risk. The roles of Reserve Components and the state agencies will also be highlighted. High-level officials and operators from the various agencies and departments conduct much of the instruction. Interaction between speakers and students is key to the method of obtaining up to date information on this dynamically changing field.

COURSE REQUIREMENT:

- o Complete required readings prior to class and participate actively in discussions.
- o Conduct independent or group research and analysis and prepare a 5-8 page paper on a MACA topic approved by the instructor.
- o Each student or group will deliver a short oral presentation on their selected written topic.

SPECIAL INSTRUCTIONS:

- o Security clearance: U.S. Secret.
- o Course size limitations: Minimum-8; Maximum-18.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

TITLE: MANAGING ORGANIZATIONAL CHANGE

PROPONENT/INSTRUCTOR: DCLM/DR. MURPHY

SCOPE: This is an advanced management course. This course will study the change process in organizations as well as the current literature in the field. Students will undergo a group exercise to enhance their understanding of group dynamics. The course involves a critical book review and a paper centered on the change process.

COURSE REQUIREMENTS:

- o Complete required readings prior to class and participate actively in dialogs.
- o Each student will do an oral presentation based on a critical review of a book on managing change.
- o Each student will write a 6-8 page paper on any topic related to change management.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--12; Maximum--16.

TITLE: STRATEGIC PLANNING AND MANAGEMENT

PROPONENT/INSTRUCTORS: DCLM/DR. MURPHY

SCOPE: This course will focus on providing the student a well-rounded view of the field of management from the strategic through to the operational level. Review of the major functions of management will be conducted in order to use these functions in addressing the systemic nature of addressing change at the strategic level. Additionally the course will include developing the strategic management model that is commonly used in most business schools and businesses. This process will move through the strategic planning phase of developing a vision, mission, goals and objectives, to the execution phase of strategic management. To facilitate the transition from theory and common practices, we will analyze both business and military organizations using these techniques. As a minimum, we will analyze the U.S. Army War College and the Harley-Davidson Company. We will also visit the Harley Davidson York Plant. Lastly, students will be asked to provide a critical review of some of the current literature in the field of management.

SPECIAL INSTRUCTIONS:

- o Security clearance required--none.
- o Course size limitations: Minimum--12; Maximum--20.

TITLE: THE STRATEGIC ENVIRONMENT AND WORLD RELIGIONS

PROPONENT/INSTRUCTORS: DCLM/CH (COL) Buzby

SCOPE: This course analyzes and evaluates the role religious loyalties play in today's multicultural world. The course includes a very brief executive overview of the history, essential doctrines, practices, and worldviews of selected world religions as they impact culture and national ethos. Didactic materials will be presented through lectures, readings, and multimedia presentations. Students will conduct individual research in which they will synthesize the components of specific religious issues to determine the impact of religious belief in the strategic environment. Students will focus on religion's role as a stabilizing influence as well as its contributions to volatility, complexity, uncertainty, and ambiguity. Students will formally present their findings in a seminar format.

COURSE REQUIREMENTS:

- o Students will complete required readings prior to class and participate in discussions.
- o Each student will complete a 5-7 page research paper and will make a formal oral presentation on research findings.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--10; Maximum--24.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

120w

**TITLE: CLASSICAL MILITARY STRATEGY: READING IN
THUCYDIDES' HISTORY OF THE PELOPONNESIAN WAR**

PROPONENT/INSTRUCTORS: DCLM/DR. COOK

SCOPE: This course studies military strategy and the nature of war through the close reading of the ancient historian Thucydides' classic History of the Peloponnesian War. The course will enable the student to study in-depth the enduring themes of strategic art, the causes and effects of war, and the relations between armies and the political and social cultures from which they emerge.

COURSE REQUIREMENTS:

- o Each student is expected to complete assigned readings, fully and regularly participate in seminar discussions, and periodically lead discussions on assigned issues.
- o Each student is expected to prepare a 3-5 page written paper on a strategic leader or an issue raised by Thucydides' history. The topic must be mutually agreed to by the faculty instructor and the student.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum-6; Maximum-18.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

TITLE: CREATIVE THINKING

PROPONENTS/INSTRUCTORS: DCLM/DR. BARBER, PROF CARATTINI
AND COL SHAMBACH

SCOPE: This course is designed to provide a greater understanding of creative thinking and the creative process. The course will consist of a series of progressively more challenging projects designed to demonstrate and exercise various aspects of, and barriers to, creative problem solving. Following each exercise, various aspects of creativity will be examined and their application and implications to the military environment discussed.

COURSE REQUIREMENTS:

- o Students will be expected to complete exercises prior to selected class sessions and be prepared to participate in the subsequent analysis of the outcomes.
- o Students will keep a journal recording personal reactions to and potential application of the concepts from each class.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--10; Maximum--18.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

TITLE: CRITICAL THINKING

PROPONENT/INSTRUCTORS: DCLM AND DAA/DR. BARBER and
PROFESSOR POND

SCOPE: This course is designed to provide a greater understanding of critical reasoning and enhance critical-thinking skills. The course will present and discuss the elements of critical thinking and various critical-reasoning techniques. Following each presentation, the students will complete an exercise and/or project designed to demonstrate and apply critical-thinking techniques.

COURSE REQUIREMENTS:

- o Students will be expected to complete each assignment prior to selected classes and be prepared to participate in the subsequent analysis.
- o Students will keep a journal recording personal reactions to and potential application of the concepts from each class.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--10; Maximum--18
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

124 TITLE: MILITARY AND THE MEDIA

PROPONENTS/INSTRUCTORS: DCLM

SCOPE: This course will examine the strategic leader's relationship with the media. This course will feature case studies and discussions on topics to include media operations and motivations; legitimate demands of the media on military officers and the military services; operations of the DOD public affairs structure; and the functions performed by the Public Affairs Officer in support of the mission of the organization. Selected experts in media and public affairs will discuss aspects and responsibilities of the media-military relationship. Elective includes a one-day field trip to a regional media outlet.

COURSE REQUIREMENTS:

- o Complete required readings prior to class and actively participate in discussions.
- o Each student will write an analysis of a case study.
- o Each student, working in a small group, will prepare to participate in on-camera interviews and press briefings.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--10; Maximum--30.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

TITLE: HEALTH AND FITNESS CHALLENGES OF FUTURE MILITARY OPERATIONS

PROPONENTS/INSTRUCTORS: DCLM AND APFRI/ LTC Vaitkus

SCOPE: This course provides a review of physical, emotional, and spiritual factors that impact on individual and unit performance. Some of the topics to be discussed include: stress, sleep deprivation, physical fitness training and policy issues, nutrition, methods of injury prevention, cardiovascular health, and advanced aerobic and strength conditioning.

COURSE REQUIREMENTS:

- o Complete required readings prior to class and participate actively in discussion.
- o Each student will complete a 3-5 page paper on a policy issue associated with the subject area. Subject will be approved in advance by the course instructor.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--12; Maximum--40.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

TITLE: READINGS ON STRATEGIC LEADERSHIP

PROPONENT/INSTRUCTOR: DCLM/COL SHAMBACH

SCOPE: This course is for students interested in expanding their knowledge of strategic leadership. By reading and critically discussing four books, students will be better prepared to assume strategic leader responsibilities. The focus is on leadership competencies, historical leader assessment and the strategic leader in the future environment.

COURSE REQUIREMENT:

- o Students will be responsible for a 10 page paper on strategic leadership.
- o Students will lead seminar discussion on one of the books

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum-5, Maximum-15.

TITLE: LEADER ADAPTABILITY

PROPONENT/INSTRUCTOR: DCLM/DR. BARBER and DR ZACARRO

SCOPE: This course will focus on the development of leader adaptability in a complex and changing environment students are likely to encounter in the future. It is designed to enhance attributes related to executive flexibility. The ultimate goal of the course is to provide the student with a greater understanding of executive flexibility and to increase his/her ability to perform in situations requiring adaptive strategies. More specifically, the course will present challenging situations and exercises that will require adaptive solutions. The implications and application of these activities to strategic leadership will be examined. The course will also provide modules that facilitate continual development through work experience and self-development.

COURSE REQUIREMENT:

- o Students will be expected to complete exercises prior to selected class sessions and be prepared to participate in the subsequent analysis of the outcomes.
- o Students will be required to keep a journal recording personal reflections and reactions based on questions provided by the instructors.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--8; Maximum--16.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

TITLE: ETHICS AND WARFARE

PROPONENT/INSTRUCTOR: DCLM/DR. COOK DMSPO/COL Brooks

SCOPE: This course will examine in detail the theory and tradition of Just War and its application to contemporary war. Readings will familiarize students to the historical development of just war, major modern contributions to the literature, and careful application of the tradition to specific modern uses of military force such as the Gulf War and Kosovo. In addition, we will consider the question of the degree to which the roots of the just war tradition in Western and specifically Christian traditions compromise its universal and global relevance.

COURSE REQUIREMENT:

- o Students will be expected to complete assigned readings, fully and regularly participate in seminar discussions, and periodically lead discussions on assigned issues.
- o Students will be expected to prepare a 3-5 page paper. The topic must be mutually agreed to by the faculty instructor and the student. In general, they will either explore one dimension of just war theory, or apply the theory carefully to a specific military engagement, weapons system, or tactic.

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum--6; Maximum--18.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.

181cj

TITLE: EMERGING TECHNOLOGIES FOR STRATEGIC LEADERS

PROPONENT/INSTRUCTOR: DCLM/PROF COGAN

SCOPE: This course is designed to enhance the Strategic Leader's understanding of the science embedded in the emerging technologies for the Army Transformation Project. Whereas it is possible for the Strategic Leader to hypothesize about the future battlefield, science fiction must become science fact in order to field future military platforms in a system of systems. This course will explore the science that is being funded (6.1 and 6.2 level) at universities and laboratories by DoD organizations such as DARPA, ARO and ARL. The course will survey current advanced technology and advanced concept technology demonstrations (ATD's and ACTD's) and examine the timelines for Joint Warfighting Experiments (JWE's) for Army Transformation by 2031.

COURSE REQUIREMENTS:

- o Assigned readings from DoD Technology Forecast Assessments, scientific journal articles, and joint warfare experimentation initiatives.
- o A 6-9 page written paper on student selected emerging technology for warfighting implementation.
- o An oral presentation of the written requirement

SPECIAL INSTRUCTIONS:

- o Security clearance required: Top Secret
- o Course size limitations: Minimum-6; Maximum-12.
- o Optional Pre/Co-requisite: Elective 800cjw

TITLE: LEADERSHIP AND THE INDIAN WARS

PROPONENT/INSTRUCTOR: DCLM/COL FOXWORTH

SCOPE: This course is designed to prepare officers for future warfare by examining the policy, strategy, material development, operational concepts and leadership development associated with the three-century long conflict between Europeans and North American Indians. It will examine the leadership, culture, warfare, technology, and the military thought of both the Europeans and the Indians and compare it to today's and tomorrow's environment. The students will become familiar with the political environment, roles of news media, national objectives, and policies in effect at that time. The students will explore both sides of the conflicts from the senior military leader position. Through an analysis of a specified campaign, students will examine all aspects, from both sides, of that campaign and the roles of the respective national leaders.

COURSE REQUIREMENTS:

Each student will prepare an oral presentation and an 8- to 10-page paper on senior leadership during a specific Indian War

SPECIAL INSTRUCTIONS:

- o Security clearance required: none.
- o Course size limitations: Minimum-6; Maximum-16
- o This course is designed for all students, irrespective of background.
- o Consideration to excuse students for another elective's field trip will be on a case-by-case basis.